

Managing Conflict

Business & Management

Five modes, and when each is the right choice.

Thomas-Kilmann: assertiveness against cooperativeness.

Mode	Assertive / Cooperative	Use when
Competing	High / Low	Emergency, unpopular but necessary
Collaborating	High / High	Both concerns matter, time exists
Compromising	Mid / Mid	Equal power, temporary settlement
Avoiding	Low / Low	Trivial, or emotions too high
Accommodating	Low / High	You are wrong, or the relationship matters more

Collaborating takes the most time. Overusing it on trivial disagreements is itself a management failure.